

## AMP Development Worksheet

### Topic #3

#### Statement of Problem, Question, or Situation

**Develop a plan to determine the level of success of the transportation department in accomplishing its stated mission.** The report must include information on the daily activity of the operation as well as the periodic status of the operation. The report must include qualitative and quantitative performance information.

Consider the department mission as follows: The mission of the transportation department is to provide safe, efficient, and on time delivery of eligible students to and from school and school related events with high levels of customer service and employee satisfaction.

#### Attributes of Problem, Question, or Situation

##### **Examples of:**

Qualities  
Characteristics  
Traits  
Features  
Elements  
Parts  
Aspects

- Department mission
- Department objectives
- Key success factors/Key performance indicators
- Performance measures
- Quality measures

#### Describe strategies or options to focus on attributes

Review, in detail, each of the components of the mission: Safe, Efficient, On-Time, Customer Service, and Employee Satisfaction.

Review in detail the goals/objectives of the department in accomplishing its mission.

Goal: The purpose to which an endeavor is directed.

Objective: Serving as a goal; being the object of a course of action.

Performance Measures are an objective assessment of programs, products, activities, or services.

- Related to mission and goals
- Should indicate **how** to measure objectives
- Should indicate **when** your objective will be measured
- Should indicate **who** will do the measurement

Key Success Factors/Key Performance Indicators: a set of agreed measures of critical success for an organization and hence, their measurement reflects the progress towards the achievement of objectives.

Quality Measures: The process and/or dimensions used to determine the level of excellence of something.

Review the department's main products and services.

Resources:

Anywhere Bus Fleet

Anywhere Driver Information

Pupil Transportation Data Report

Other Possible Resources:

[www.cpa.state.tx.us/tspr/fortworth/chap10aa.htm](http://www.cpa.state.tx.us/tspr/fortworth/chap10aa.htm)

[www.window.state.tx.us/tspr/protocol/transport.html](http://www.window.state.tx.us/tspr/protocol/transport.html)

[www.assess.des.ucf.edu/ieworkshop/Developing\\_Performance\\_Indicators\\_Measures\\_and\\_Methods.ppt](http://www.assess.des.ucf.edu/ieworkshop/Developing_Performance_Indicators_Measures_and_Methods.ppt)

[www.michiganquality.org](http://www.michiganquality.org) Criteria: 2008 Business

Google Search: Total Quality Management, Quality Measures, Performance Measures, Key Success Factors

<b><u>Identify AMP objectives</u></b>	<b><u>Define minimum performance levels for each</u></b>
Transportation will provide safe transportation services.	All school bus accidents are minor and occur at a rate of less than 1:100K miles.  A spot-check of drivers finds 90% or greater seatbelt use.  Pre-trip forms are completed and turned in daily at a rate of 95% or greater.  Post trip bus inspections (empty sign placement) have resulted in a daily average of 98% compliance or greater.  Timely in-district bus safety inspections with prompt repairs are being completed at a rate of 85% or greater.  Regular bus drivers are experiencing an absence rate of 5% or less.
Transportation will provide transportation services in an efficient cost-effective manner.	Costs for providing transportation are within 10% of comparable districts on a per pupil, per mile basis, and per bus basis. Bus fleet average ridership averages 75% of manufacturer rated capacity of greater.
Transportation will provide on-time delivery services to students to and from school and school related events.	Students arrive at school on-time 98% of the time. (On-time is defined as within a fifteen minute window of the school start time)  Students depart school on time at least 95% of the time. (On time departure is defined as within 10 minutes of school dismissal)  A.M Daily Bus arrival at bus stops occurs at a rate of 90%. (On time arrival at bus stops is defined as within a seven (7) minute window- within 31/2 minutes on either side of the scheduled stop time.)

<p>Transportation will provide services to students and parents with good customer service.</p>	<p>Customer complaints, based on phone calls, are less than 10% of all parent calls.</p>
<p>Transportation will provide services to customers using employees demonstrating high levels of employee satisfaction.</p>	<p>An annual customer service survey using a 10% random sample indicates 75% of those responding rank the transportation operation "very good" or "excellent".</p> <p>Grievances from the drivers union seldom occur and are usually resolved in the discussion stage prior to becoming formal written grievances.</p> <p>An annual employee satisfaction survey of all department employees indicates 75% of the respondents or more rank their department "very good" to "excellent".</p>

### **List actions/tasks to accomplish objectives**

Analyze and review all School bus accident reports on a regular basis. Establish an accident review committee to review all accidents for preventability.

Conduct driver behavior observations with appropriate forms (documentation) to provide information on the following; driver seatbelt use, post trip inspection policy compliance, and pre trip inspection policy compliance.

Monitor the in-house safety inspection and prompt repair rates provided by the vehicle repair technicians/mechanics. (Daily, weekly, monthly, yearly)

Monitor the absence rates for regular drivers. (Daily)

Review Department of Education 4094 data to identify districts similar to Anywhere Schools in terms of the number of buses, size of school district in square miles, number of students transported, located in a similar area. Calculate the % of seats with students in them based on the manufacturer rated capacity.

Meet with building principals to solicit their assistance in emailing you the arrival times for all the buses serving their building on a daily basis both A.M. and P.M. Request the drivers report, on an incident report form, any late arrival at any school. Seek to purchase GPS system with automated program reporting on exceptions to on time arrival as defined by your parameters.

Establish a daily log of all phone calls with office staff and categorize calls as either 1.) Information, 2.) Inquiring about a late bus, or 3.) A complaint about the driver, 4.) A complaint about the transportation service provided. On a monthly basis, calculate the % of the calls that fall into the #3 or #4 category.

Work in concert with district communications and/or public relations personnel to design a customer service survey for transportation customers. Mail out the survey to a 10% random sample annually.

Establish a mutually beneficial relationship with the union representatives and seek to discuss

and resolve (if possible) all grievances prior to their submission in written form.

Working with district communications/public relations personnel and human resources personnel, design a transportation department employee satisfaction survey to be given to district transportation employees on an annual basis. Compare results to previous year's results to provide continuous improvement.

**Identify methods to evaluate actions/tasks to meet objectives**

Methods to evaluate are covered above under minimum performance levels. Establish a base year using minimum performance levels and focus efforts on actions to continuously improve in all performance measure areas.

Once performance levels are established in the base year, an index of key performance indicators can be established using a point determination for each level of performance in a category. These point totals make up a performance index that can then be used for purposes of comparing, not only where the department was at any given time, but how the district compares with other districts. (See example in Model Maintenance Program Handout)